# THE WMFDP WAY:
# A PATHWAY TO
# FULL INCLUSION



# WHITE MEN AS
# FULL DIVERSITY PARTNERS
## INSPIRING COURAGEOUS LEADERS GLOBALLY

"The WMFDP Way is about leadership development, helping leaders explore how they think about themselves and others. Most organizations are led by white men. When white men begin to recognize their self-interest, they start to understand some of the challenges their non-white and female colleagues have been dealing with for decades."



– Peggy Nagae,
Senior Consultant, COO, WMFDP

# CONTENTS

"*There was a time when companies had a high level of interest in our work, but an even higher level of anxiety. They looked into what we were doing, but their anxiety prevented them from seeing the transformative nature of our work. Now, we see companies and their leaders willing to see diversity and inclusion as a leadership imperative and a critical component of executive development.*"



*– Bill Proudman, CEO co-founder WMFDP*

# A Roadmap for a Transformative Diversity & Inclusion Journey

## A New Business Requirement

*Diversity and inclusion – it's been discussed, explored and debated in boardrooms and living rooms for decades. While some prioritize it as a vital business concern and others consider it a critical social justice issue, it is actually a profound mix of both.*

The bottom line is that the commitment must come from the top. And in more than 90 percent of Fortune 500 companies, the top spot is occupied by white men.[1]

When leaders drive the effort to create a diverse and inclusive workplace culture and when that effort is seen as a leadership development strategy, it benefits people and profits.

Still, even the most sophisticated companies struggle with how best to implement such change. They understand the primary business case for diversity and inclusion, but they are unsure about which strategies will help them reach their goals. Also, many organizations assume that those goals should be representational rather than cultural.

But diversity is not a numbers game. Nor should it be a tool used to lower legal risk.

A truly inclusive business is a place where all team members – starting from the very top of the org chart with motivated, committed executives – work together for greater profitability and productivity.

> "*There's a bottom line advantage to invest in diversity and inclusion initiatives, and a bottom line cost not to.*"
>
> – Michael Welp, PhD, co-founder WMFDP

# Discovering What Does and Does Not Work

Traditional diversity and inclusion approaches that have been used for decades have not done much to move the needle toward meaningful, long-lasting systemic change in the business environment. They address superficial concerns and lead to unsurprisingly superficial results. They are flawed because they don't begin at the leadership level and often lack an experiential component.

| The WMFDP Way | The Traditional Approach |
| --- | --- |
| Engages the head and the heart | Engages only the thinking brain |
| Prioritizes experiential learning | Prioritizes training over changing mindsets |
| Leans into difficult conversations | Avoids uncomfortable topics |
| Engages white men to drive diversity efforts | Ignores, sidelines and/or blames white men |
| Examines D&I through a dominant group lens | Focuses only on non-dominant groups, such as people of color, white women and LGBTQ |
| Links a commitment to diversity with leadership development | Limits leadership development priorities to management or business skills |
| Changes the collective thinking through which pressing issues are addressed | Attempts to "fix a problem" so the organization can move on to other pressing issues |
| Promotes the productivity and profitability that can emerge from genuine cultural change | Incorporates threats and negative business incentives |

# Organizational Barriers

*There are several legacy habits and obstacles that typically stand in the way of diversity and inclusion efforts:*

- Organizations viewing diversity and inclusion as a stand-alone initiative rather than fundamental to leadership development and business strategy

- Leaders leaving it up to others to drive the effort

- Limiting diversity and inclusion to segments of the organization, preventing inspired individuals and teams to lead and culture of full inclusion

- Assuming that inclusive cultures are born of recruitment and retention programs

- Relying on quick-fix solutions

All of the above can be crystallized into the three fundamental obstacles that block organizational success with regard to diversity and inclusion:

**1** **APATHY:** Being stuck in a "status quo mindset" and slogging through indifference

**2** **FEAR:** Worrying about breaking rank and/or losing status

**3** **IGNORANCE:** Suffering from a lack of awareness and/or a disbelief that any benefit will come of the effort

# Long-Term Ingredients for Success

*Diversity and inclusion strategies can't simply be shoved at an organization and expected to take hold. For the effort to pay dividends, the environment has to be open to change from the start.*

A business and its leadership is committed and ready when it is willing to:

- Embark on a diversity journey, rather than implement a quick solution
- Embrace experiential learning
- Engage the head and the heart
- Lean into difficult conversations
- Identify white male leaders to drive diversity and inclusion efforts
- Examine diversity through a dominant group lens
- Link diversity with leadership development

# Turning Points

A lasting cultural transformation occurs in an organization when:

**Apathy turns to involvement** with the realization that it is in each person's individual and the team's mutual self-interest to create inclusion.

**Fear turns to courage** as people are inspired and experience a sense of hope.

**Ignorance turns to competence**, consciousness and confidence that benefits the person, the team and the organization.

# A Journey, Not a Destination

*Diversity and inclusion must be seen as a critical business strategy; a fundamental component of an organization's mission. Like safety policies, it has to be embraced as non-negotiable. It is not something to be "trained" how to embrace so that situational scripts can be recited on cue.*

A successful diversity and inclusion roadmap does not have an end point. There is no single goal or defined finish line. Instead, success is measured by milestones that are less literal and more ongoing, as the change work is developmental. Doing it right means shifting to new and enduring ways of thinking and acting. Unlike other programs, the WMFDP Way does not attempt to "train" leaders and teams to behave in certain ways. It also stands apart from programs that seek to identify a quantifiable number of steps to fix workplace culture. Instead, it flips traditional approaches on their heads by shifting the mindsets of leaders — typically, white males — and exploring their unconscious behaviors and patterns.

# Why White Men?

Most modern business leadership skills are rooted in white male culture white men don't even realize they have.

White men do not see the water they swim in, so must step out of the "white men" culture they don't even realize they have, if they are to embrace change in the workplace.
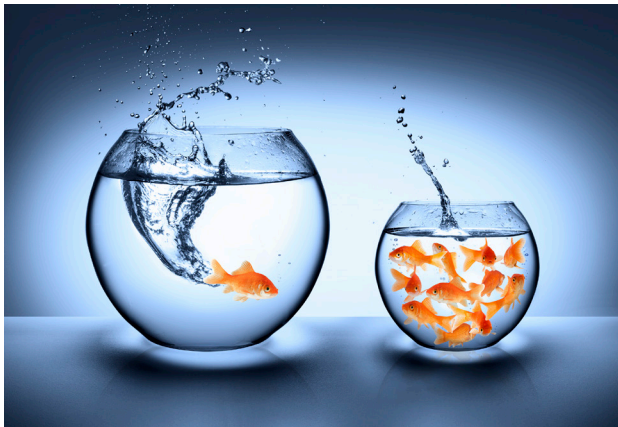
*White male perspective typically frames corporate infrastructure and workplace culture. Yet white men typically render themselves voiceless in diversity and inclusion discussions, even as they express a genuine interest in and commitment to equality and justness. The assumption is that women, people of color, LGBTQ individuals and other frequently marginalized groups are better suited to "teach" D&I.*

The WMFDP Way is built on the premise that everyone has a vital role to play in co-creating inclusive work cultures. Given white men's majority hold on business leadership, they are often in the strongest position to drive any type of enduring organizational change.

Rather than singling out white men as targets and separating them from the diversity conversation, The WMFDP Way begins the discussion by calling on white men to be active participants and partners. Their perspectives are heard; their unconscious bias revealed; their patterns understood – even when that means having uncomfortable conversations.

*"Enlisting men is partly about helping them to see the benefits of equality. Fathers of daughters are some of the strongest proponents of gender equality, for obvious reasons, so they can be particularly powerful voices when it comes to bringing other men along. Research on male CEOs, politicians, and judges shows that fathers of daughters care more about gender equality than men without children or with only sons."*

Harvard Business Review, July-August 2016, "Designing a Bias-Free Organization"

# Shifting Minds and Unconscious Behaviors

*The WMFDP Way inspires executives to change fear and avoidance into passion and courage, transforming cultures and building powerful partnerships that inspires individuals, teams and organizations to follow their lead.*

The WMFDP Way succeeds because it recognizes that no sustainable change effort can occur without a combination of intellect and emotion. Perhaps most importantly, it is treated as a leadership development model, not as "training" or an instruction manual.

It encourages courageous leaders to be more authentically relational, creating genuine inquiry. They begin to see other white men as partners and resources who no longer need to rely on others to "teach." They emerge with the curiosity to ask questions and the confidence to lead with head and heart.

Once the dominant workplace culture shifts, it becomes impossible to return to the status quo. Teams and individual employees are all eventually engaged in the process of changing the organization's diversity and inclusion DNA.

> "When we compared leaders' self ratings with their ratings by bosses, peers, and subordinates, what we found was that many leaders assume they are better at valuing diversity than they actually are."
>
> – Harvard Business Review, October 2017,
> *Leaders Aren't Great at Judging How Inclusive They Are*

# Experiential Learning with Impact

*The founders of White Men as Full Diversity Partners (WMFDP) have devoted their careers to diversity and inclusion. In their combined 50+ years of professional experience, Michael Welp and Bill Proudman have watched as society in general and the business world in particular have evolved in their embrace of WMFDP's approach to diversity and inclusion.*

The evidence is incontrovertible. Companies that have continued to rely on legacy "training" initiatives – the same types of programs that were first introduced as early as the 1970s – have experienced little if any cultural change and find themselves stuck in outdated, unproductive patterns of behavior. Those that have addressed diversity and inclusion as a top-to-bottom way to grow capacity, on the other hand, are now seeing their change efforts take hold … for good.

The difference is in the experience: hands-on leaders learn to manage difficult conversations; self-reflection and vulnerability are encouraged; and empathetic breakthroughs regularly occur. WMFDP's experiential approach inspires leaders to develop their own and others' competency, which leads to meaningful and lasting change in the workplace. They emerge with the curiosity to ask questions, the courage to act without having all the answers, and the confidence they can make a difference.

Once thoughts, feelings and mindsets shift, retention rates increase and morale improves.

# The Strategic Roadmap

## PHASE I: BUILDING CRITICAL MASS

Based on its initial evaluation informed by a Readiness Assessment, an organization finds its own pathway towards diversity. Once a critical mass of executive leaders is built, the organization reaches the tipping point that makes it impossible to return to the status quo. Leaders emerge with "the three Cs" that are required of any change maker: consciousness, competence and confidence.



## PHASE II: DEVELOPING FULL PARTNERSHIP

After reaching the tipping point, organizations find there is no turning back because inclusion has been integrated into the culture. While there is still work to be done, confidence and curiosity are well underway among the teams and there is greater competence to be found. Here, an organization applies and integrates the skills it acquired during Phase I, ultimately achieving a consistent pattern of inclusive behavior via everyday work situations. Leaders speak freely, teams engage in critical conversations and employees feel respected and heard. Individuals, teams, and organizations collaborate to build solutions for greater profitability and productivity.

# Pathways to Full Inclusion
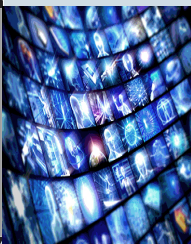
**Phase 1**

**Building Critical Mass**

1. **Testing the Waters**
2. **Cultivating a Sponsorship Group**
3. **Reaching Critical Mass**

**Phase 2**

**Full Partnership**

1. **Raises Leaders' Consciousness Competence, Courage**
2. **Grows Individual, Team, Organizational Effectiveness**
3. **Engages More Employees and Managers**

**Culture Assessment Tools**

1. **Readiness Assessment**
2. **Voices Cultural Assessment**
3. **Impact Assessment**
4. **360 Inclusive Leadership Assessment**

# The Readiness Assessment

*Every journey begins with a first step. The best first step for any organization embarking on The WMFDP Way depends on seven indicators which are explored in the proprietary process known as the WMFDP Readiness Assessment.*

WMFDP determines an organization's ideal pathway toward diversity and inclusion based upon how it scores against seven indicators designed to assess a company's readiness. Answers, and the nuances they contain, point toward the proper entry point. There are no right or wrong responses to the questions, as they are intended to characterize the authentic culture of the organization when it begins its journey. The information is used only to identify the most effective strategies to employ when pursuing a critical mass of leaders committed to establishing and sustaining a diverse and inclusive workplace.

## SEVEN READINESS INDICATORS

1. Initial sponsors have C-suite access, influence and credibility

2. A critical mass of white male leaders are willing to speak out and lead

3. A journey mindset contributes to long-term systemic change versus programmatic, scripted responses

4. Diversity and inclusion efforts are aligned and integrated with leadership development

5. Focus is on transforming culture versus compliance training

6. A willingness by leadership to stay the course through turbulence and ambiguity

7. Time and resources are present to ensure long-term outcomes

## Strategic Goals

- Emphasize personal transformation, which inspires organizational change

- Encourage head and heart practice of the Eight Critical Leadership Skills

- Link leadership effectiveness with diversity and inclusion

- Enable and prepare executive leadership as visible change agents

- Inspire courageous leaders to grow their consciousness, competence and confidence

- Explore the impact of dominant business culture on employee engagement, morale and team effectiveness

- Examine the role of white men and explore the unexamined dimensions of diversity that are not inclusive

- Be willing to embark on conversations about privilege, white male culture and dominant business culture
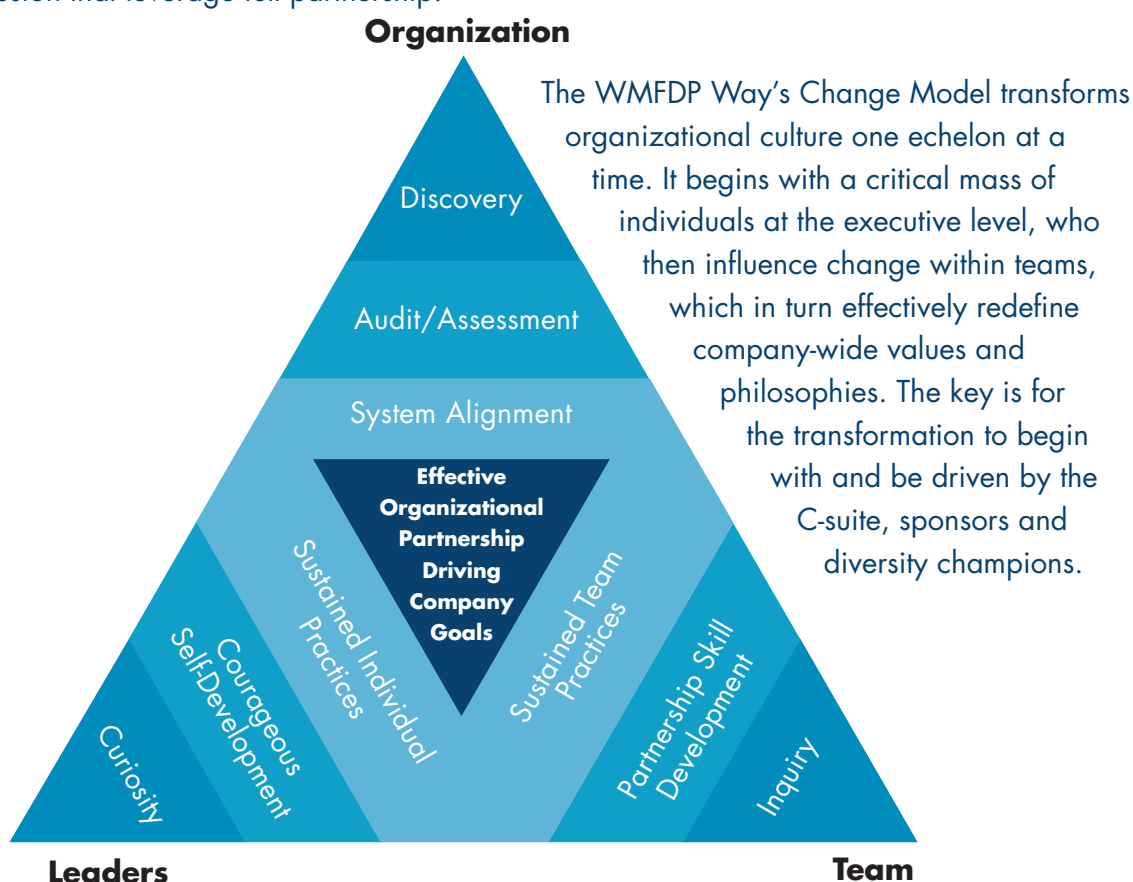
## Outcomes

- Strengthens leaders' skills and mindsets so they think and act in new ways, rather than simply employing formulaic programs or ineffective strategies.

- Grows individual, team and organizational effectiveness by socializing and integrating diversity and inclusion change efforts across the organization

- Sets strategic and organizational development goals that will support ongoing learning programs to sustain culture of full inclusion.

> " *The WMFDP Way allows people to have conversations they've been avoiding. In the midst of so much division – in the country and in the workplace – these strategies create possibility and hope.* "
>
> – Michael Welp, PhD, co-founder WMFDP

# The Organizational Change Model

Organizational change is complex and layered. The WMFDP Change Model is used to grow an organization's capacity to meet its business goals while creating cultures of inclusion that leverage full partnership.

**Organization**

Discovery

Audit/Assessment

System Alignment

**Effective Organizational Partnership Driving Company Goals**

Sustained Individual Practices

Sustained Team Practices

Courageous Self-Development

Partnership Skill Development

Curiosity

Inquiry

**Leaders**

**Team**

The WMFDP Way's Change Model transforms organizational culture one echelon at a time. It begins with a critical mass of individuals at the executive level, who then influence change within teams, which in turn effectively redefine company-wide values and philosophies. The key is for the transformation to begin with and be driven by the C-suite, sponsors and diversity champions.

> " *We believe that it's more powerful to start at an individual level rather than rolling out an organizational approach. We begin with senior leadership, then we move on to teams and ultimately to organizations. That way, the organizational change is informed by individual leaders' changes. The leaders' level of commitment is critical.* "

– Michael Welp, PhD, co-founder WMFDP

# EIGHT CRITICAL LEADERSHIP SKILLS

**1** Courage

**2** Integrating head and heart

**3** Listening

**4** Balancing key paradoxes

**5** Leveraging ambiguity and turbulence

**6** Managing difficult conversations

**7** Seeing and thinking systematically

**8** Being an agent of change

" *Our Eight Critical Leadership Skills takes leaders to a place of deep courage and encourages conversations they never thought they could have in the workplace.* "

– Bill Proudman, PhD, co-founder WMFDP

# The Business Case for Racial Equality
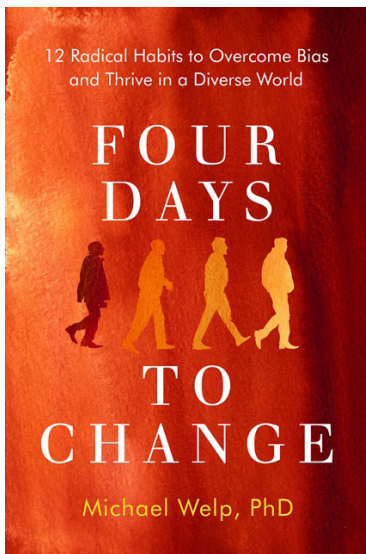


"*A study titled* The Business Case for Racial Equity *was conducted with scholars from Johns Hopkins, Brandeis, and Harvard universities. The study posits that an income gap resulting in part from racism costs the United States $1.9 trillion each year. Among the more striking findings cited are a U.S. Department of Commerce study estimating that minority purchasing power would increase from $4.3 trillion to $6.1 trillion in 2045 if income inequalities were eliminated.*

*Retaining a diverse employee base aids in many ways beyond savings. For example, employees are 3.5 times more likely to share new ideas under diverse leadership. This includes ideas for succeeding in today's diverse marketplace: Hispanic purchasing power is $1.3 trillion. The LGBT community represents an $830 billion market opportunity. Women represent $22 trillion.*"

– Excerpt from *Four Days to Change: 2 Radical Habits to Overcome Bias and Thrive in a Diverse World,* by Michael Welp, PhD

# How WMFDP Can Support Your Pathway to Inclusion

- ASSESSMENTS before, during, and after reaching a critical mass of courageous leaders to support and/or lead inclusive behavior.

- STRATEGIC CONSULTATION to evaluate learnings from the Readiness Assessment to help define your current culture and inform your diversity roadmap.

- STRATEGY & ROADMAP planning with your D&I team and key leadership.

- GOALS & OUTCOMES setting from the start will keep you focused on your diversity journey.

- PROGRAMS & LEARNING EXPERIENCES range from introductory session to intensive learning experience to skills application. To name a few:

  - Leadership Engagement Sessions | 4 hours
  - Learning Labs to create a sponsorship group | 3.5 days
  - Leadership Alignment in Action | 10 hours over two days
  - Partnership Dialogue Sessions | 4 hours
  - Partnership Across Difference Dialog Sessions | 4 hours
  - Building Inclusive Team Culture | 10 hours over two days
  - People Manager Inclusive Summit | 11 hours over two days
  - Employee Engagement Session | 8 hours over two days
  - Application & Integration Session | 4 – 6 hours

We're here to support your pathway to inclusion in any way we can.

Get in touch, even if it's for a simple meet and greet.
Cynthia.Nielsen@wmfdp.com • Greg.Price@wmfdp.com

wmfdp.com